

**EFFECTS OF MOTIVATION ON EMPLOYEES JOB COMMITMENT IN THE
NIGERIAN BANKING INDUSTRY: AN EMPIRICAL ANALYSIS**

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ABSTRACT: *The purpose of this study was to provide a holistic view of workers attitudes and perception of the various motivational factors, as well as, examines the perceived effects of management use of motivation on workers job commitment in the Nigerian banking industry. The empirical study was conducted via a survey on (six) 6, out of the 22 Nigerian banks licensed by the Central Bank of Nigeria (CBN) as at the time of this survey. Using the frameworks from Parker (2001), factors manifesting employee's job commitment were regressed on the key factors manifesting successful motivation. However, the model contrived was estimated using multiple regression analysis. Findings revealed sufficient evidence to conclude that successful Motivational factors had positive effects on employee job commitment in Nigerian banks, with majority of the respondents unanimously indicated good salaries and fringe benefits as their best source of motivation, while opportunity to some form of ownership scheme and increased responsibility/authority followed in that order.*

KEYWORDS: Motivation, Employees Job Commitments, Structural equation modeling, Banking, Nigeria

INTRODUCTION

Finding ways to motivate employees has become a pressing concern for many organisations. Despite this, motivation still remains a big force that energizes behaviour, gives direction to behaviour, and underlies the tendency to persist (Bartol & Martin, 1998). For the goals of an organisation to be realised, human resources, amongst the various factors of production, must be properly utilized. The labourers and entrepreneurs utilize both capital and land towards the realisation of the corporate objective(s). However, the degree to which human resources of an organisation are utilized effectively depends on a number of factors, among which are their skills, knowledge, and the level of motivation to put them into judicious use (Aborisade & Obioha, 2009). Hence, it is imperative for organisations to maximally utilize the various motivational factors, so as to generate the right attitude and morale from employees to generate the needed level of job commitment for the attainment of the pre-determined objectives (Aborisade & Obioha, 2009). For a service organization operating in Nigeria, greater efforts is required by the management of Nigerian banks to improve the level of its employee's productivity, and by extension, contributing toward the development of a society besieged by all

sort of problems ranging from economic, political, ethnic, religious and institutional failures (Abiola 1992; Ibrahim 1989).

According to Kennish (1994), endless mixes of employee benefits—such as health care, life insurance, profit sharing, employee stock ownership plans, exercise facilities, subsidized meal plans, child care availability, company cars, and more—have been used by companies in their efforts to maintain happy employees in the belief that happy employees are motivated employees. However, due to the complexities involved, finding ways to motivate employees has become a pressing concern for many banks in Nigeria; however, improved employee job commitment, via improved motivation is expected to reduce employee turnover and the high incidences of fraud and insiders abuses in Nigerian banks (Sanusi, 2010). Hence, the aim of this study was to investigate workers' attitudes and perception of the various motivational factors, as well as the perceived effects of management use of motivation on workers job commitment in the Nigerian banking industry.

This study was motivated by the submissions of Bartol & Martin (1998) and Aborisade & Obioha (2009). According to Bartol & Martin (1998), despite the significant investments in various motivational initiatives by service firms around the world, formal efforts to determine their success and the underlying imperatives have been very limited. Contending with the measurement of business performance, which was often focused on financial metrics, Aborisade & Obioha (2009) specifically identified this gap in the literature. This is on the premise that many researchers often use objective measures such as turnover and profit as a form of measuring firm business performance from the various motivational strategies. However, according to Aborisade & Obioha (2009), perceived measures can replace objective measures of performance. Lastly, Allen & Meyer (1990) and Aborisade & Obioha (2009) also posit that much effort is needed in developing a model for motivational efforts, since many imperatives should be considered for it, whether for private organizations or for public organizations in the service sectors of a developing economy.

REVIEW OF RELEVANT LITERATURE

What is Motivation?

Motivation is a word that is rather cumbersome to define in a meaningful manner. According to Adams and Jacobson (1964), motivation deals with all the conditions that are responsible for variation in the intensity, quality and direction of behaviour. From an organization point of view, motivation deals with everything that a manager knows or can use to influence the direction and rate of individual's behaviour towards job commitment (Bartol & Martin, 1998; Aborisade & Obioha, 2009). Therefore, employees' motivation is the level of energy, commitment, and creativity that a company's workers apply to their jobs.

However, motivating employee for better commitment can sometimes be particularly problematic for many organisations if the right motivational factors/ policy are not in place. Hence, organisations should be mindful of such pitfalls, for the effects of low employee motivation on productivity can be devastating; these often include poor commitment, complacency, declining morale, absenteeism, high turnover and widespread discouragement.

According to Bartol & Martin (1998), since the ultimate goal of any organisation is to increase performance, in form of increased productivity, hence, the actual performance is a function of ability, skills and working conditions of employees. For an employee to be satisfied, Parker (2001) suggested that there are three basic characteristics of a "motivating" job: It must allow a worker to feel personally responsible for a meaningful portion of the work accomplished, it must provide outcomes which have intrinsic meaning to the individual, and lastly, it must provide the employee with feedback on the work performed, this is important to a worker's level of job satisfaction and motivation.

Empirical Framework

In this paper, as depicted in figure 1, an empirical framework was created to assess the impact of motivating factors on Employee's Job commitment. Moreover, a business that institutes effective ways—whether tangible (such as Good Salaries & Fringe benefits) or intangible (say, Increased Responsibility/Authority)—of rewarding employees for good work can be an invaluable tool in employee retention (Frase-Blunt, 2001)

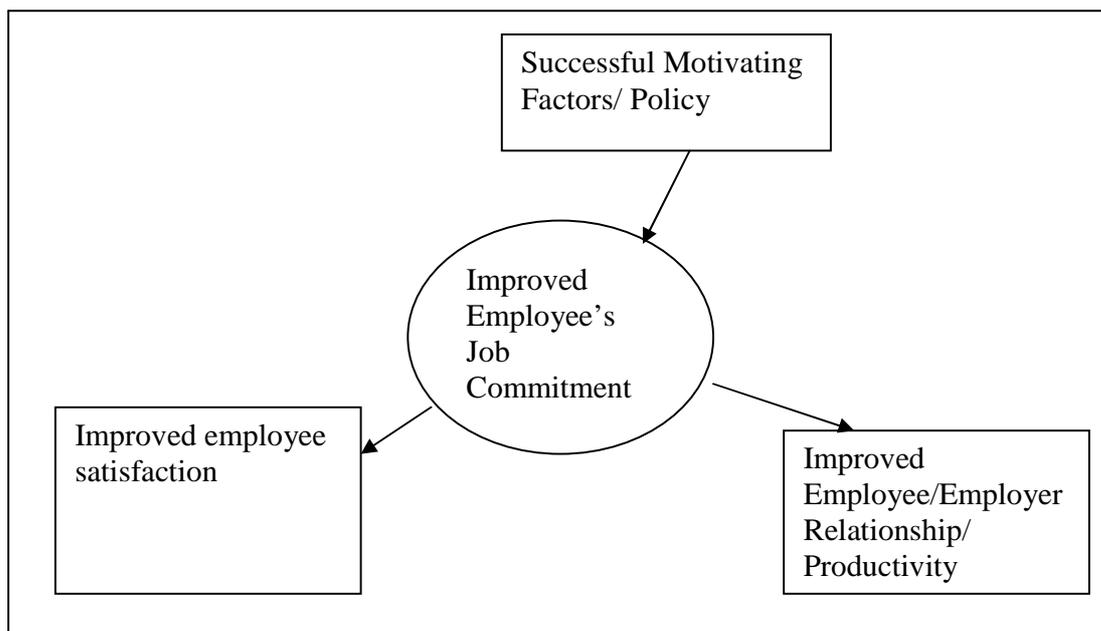


Figure 1: Impact of a Successful Motivating Factor/Policy on Employee's Job Commitment

Source: Adapted from Allen & Meyer (1990)

Involving your workers in setting their own direction, showing them that you care about how their job is progressing, and fostering a more positive relationship will create beneficial productivity impacts.

Theoretical Framework

Efforts to understand the motivational process, through theories, have centered on several major elements: needs, cognitive activities, and reward and reinforcement issues (Bartol & Martin,

1998). The core ideas of the theory of scientific management, a theory of management that analysed and synthesized workflows, were developed by Frederick Winslow Taylor, the father of "scientific management" (Aitken, 1985). Taylor noticed the natural differences in productivity between workers, which were driven by various causes, including differences in talent, intelligence, or motivations. Taylor observed that some workers were more talented than others, and that even smart ones were often unmotivated. He observed that most workers who are forced to perform repetitive tasks tend to work at the slowest rate that goes unpunished. However, via time and motion studies and based on a high level of managerial control over employee work practices, Taylor (1911), propounded the following assumptions: one best method of performing a task; one best way of recruiting, training and motivating workers; and one best way of encouraging labour and management cooperation (Beissinger, 1988). He posited that time and motion studies combined with rational analysis and synthesis could uncover one best method for performing any particular task, and that prevailing methods were seldom equal to these best methods (Taylor, 1911) and thereby advised that if each employee's compensation was linked to their output, their productivity would go up (Beissinger, M.R. (1988). In addition, Taylor decided that labour should include rest breaks so that workers have time to recover from fatigue (Taylor, 1911; Beissinger, 1988).

On the other hand, Need theories argue that we all behave the way we do because we have internal needs we are attempting to satisfy; Maslow argues that our needs form a five-level hierarchy, ranging from physiological to self-actualization needs (Maslow, 1946, Bartol & Martin, 1998). Physiological needs are biological necessities such as food, water, and oxygen. Safety needs arises because people feel unsafe during emergencies, or times of disorder. Love and belonging needs are required to escape loneliness and alienation, to give and receive love, and a sense of belonging. Esteem needs is the need to feel valuable, to have self-respect and the respect of others. And lastly, self-actualization needs, was described by Maslow as a person's finding their "calling" (Maslow, 1946; Thompson, 1967). Cognitive theories attempt to isolate the thinking patterns we use in deciding whether or not to behave in a certain way. Equity theory indicates that we prefer situations of balance, or equity, which occurs when we perceive the ratio of our inputs and outcomes to be equal to the ratio of inputs and outcomes of a comparison other(s). Goal-setting theory highlights the importance of goal commitment, specific and challenging goals, and feedback. Goal setting works by directing attention and action, mobilizing effort, increasing persistence, and encouraging the development of strategies to achieve the goals (Bartol & Martin, 1998).

Furthermore, Human Relations Movement refers to those researchers of organizational development who study the behavior of people in groups, in particular workplace groups. It originated in the 1930s' Hawthorne studies, which examined the effects of social relations, motivation and employee satisfaction on factory productivity (DuBrin, 2007). The movement viewed workers in terms of their psychology and fit with companies, rather than as interchangeable parts. The hallmark of human-relation theories is the primacy given to organizations as human cooperative systems rather than mechanical contraptions (DuBrin, 2007). Specifically, Elton Mayo wanted to find out what effect fatigue and monotony had on job productivity and how to control them through such variables as rest breaks, work hours,

temperature and humidity. In the process, he stumbled upon a principle of human motivation that would help to revolutionize the theory and practice of management (Kyle, 2006).

Motivation Methods

The performance of employees will make or break a company; this is why it is important to find a variety of methods of motivating employees. Since, motivation is the willingness to do something; hence, it is conditioned by this action's ability to satisfy some need for the individual. Every employee within a company is different and, therefore, is motivated to perform well for different reasons. Due to the differences within an organization, it is important for a manager to get to know her employees and understand what motivates their performance. In the words of Frase-Blunt (2001), there are as many different methods of motivating employees today as there are companies operating in the global business environment: empowerment, creativity and innovation, learning, quality of life, monetary incentives e.t.c. Giving employees more responsibility and decision-making authority increases their realm of control over the tasks for which they are held responsible and better equips them to carry out those tasks. As a result, feelings of frustration arising from being held accountable for something one does not have the resources to carry out are diminished (Coates and Jennifer, 1994).

Furthermore, programs incorporating flextime, condensed workweeks, or job sharing, for example, have been successful in focusing overwhelmed employees toward the work to be done and away from the demands of their private lives (Kennish, 1994). In all motivating factors, money still occupies a major place in the mix; the sharing of a company's profits gives incentive to employees to produce a quality product, perform a quality service, or improve the quality of a process within the company. What benefits the company directly benefits the employee. However, study after study has found that the most effective motivators of workers are non monetary. Monetary systems are insufficient motivators, in part because expectations often exceed results and because disparity between salaried individuals may divide rather than unite employees; hence, proven non monetary (such as letters of commendation and time off from work) positive motivators often foster team spirit and include recognition, responsibility, and advancement. Moreso, one of the most significant motivating factors reported are personal recognition. From studies of teamwork and other forms of cooperation it is reported that personal recognition is very important. In problem-solving situations or innovative thinking it is important to be recognized as the person who solved the problem or came up with the new, brilliant idea.

Extrinsic motivation comes from rewards outside the workplace. According to McGarvey (1997), when employees are motivated by extrinsic rewards such as additional compensation, gift certificates or material rewards, managers may see improved performance. According to Frederick Herzberg's theory, the needs will motivate the worker but only by satisfying the worker's lower-level needs (Kennish, 1994). The downside is that employee will want better rewards or continue to expect the same rewards for maintaining the higher level of performance (McGarvey, 1997). In the end, a program that combines monetary reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator.

Employee's Job Commitment

According to dispositional theorists, work commitment often include work ethic, job involvement, affective commitment, and continuance commitment; individuals possess relatively stable characteristics that affect their attitudes and behaviour (Davis-Blake and Pfeffer, 1989). As personality influences attitudes, attitudes, in turn, affect motivation, which then leads to behavioral outcomes. Based on the above, Morrow (1983) surmised that work commitment is a function of personal characteristics, including dispositional qualities, and presents a facet design of work commitment that includes work ethic, career commitment, organizational commitment (affective and continuance), and job involvement (Morrow, 1993).

Work ethic, also called the Protestant work ethic (PWE), has been defined for “an individual as a value or belief concerning the place of work in one’s life that either (a) serves as a conscious guide to conduct or (b) is simply implied in manifested attitudes and behavior” (Siegel, 1983). According to Weber’s classic conceptualization of PWE, which stemmed from Calvinistic and Quaker philosophies of individualism and asceticism (Macoby, 1983), work is “performed as if it were an end in itself, a calling” (Weber, 1958, p. 62). Individuals with a strong work ethic are committed to the values of hard work and embrace the Calvinistic tradition of frugality, hard work, conservatism, and success (Weber, 1958).

On organizational commitment, recent research efforts have focused on three types of commitment: affective, continuance, and normative commitment (Allen and Meyer, 1990; Meyer and Allen, 1984). Allen and Meyer defined affective commitment as an emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization (1990). Continuance commitment is based on the individual’s recognition of the costs (or lost side bets) associated with discontinuing the activity (Allen and Meyer, 1990). Normative commitment, however, is not included in Morrow’s (1993) work commitment conceptualization, one of the foundational premises of the present study, and was thus excluded from it. For Job Involvement, Lodahl and Kejner (1965) defined job involvement as the degree of daily absorption a worker experiences in work activity. Job involvement leads individuals to exceed the normal job expectations (Moorhead and Griffin, 1995) and is a key component in employee motivation (Lawler, 1986). Brown (1996) confirmed a relationship between job involvement and work ethic endorsement with growth need strength, a facet of conscientiousness, concluding that motivation may be both an antecedent and an outcome of job involvement. Clark (1990) found a positive relationship between training motivation and job involvement, and Hensey (1987) found that the effectiveness of training programs suffered among workers who were less involved with their jobs.

METHODOLOGY

Surveys were the primary source of data collection for this research. As Rhoades (2000) claims, survey research is an appropriate method to generalize from a sample to a population, allowing in this sense, to establish inferences over the entire population. A self designed questionnaire was administered to both junior and senior staff of the participating banks. These respondents were chosen based on the premise that they are among the most knowledgeable informants on the

various motivational tools used by management and the derived success in terms of employee's job commitment in their respective organizations (Parker, 2001; Bartov et al., 2002; Aborisade and Obioha, 2009). From a time dimension, this research shall adopt a one-time cross-sectional perspective.

A multi-stage sampling technique was adopted in the final study. Since Nigeria is made up of six geo-political zones, the first stage involved the use of purposeful and stratified sampling method. For equal representation, a state is expected to be picked randomly from each geo-political zone, hence, Lagos, Delta, Enugu, sokoto, Kogi and Borno states were selected from south-west, south-south, south-east, north-west, north-central and north-east respectively. Stratification involves the division of Nigerian banks into two- 'national and international bank'. 'National banks' are banks with national licenses, while 'international banks' are banks with international licenses. However, three banks from each namely, First bank of Nig.plc., United bank for Africa, First city monument bank (international bank strata) and IBTC-Chartered Bank plc., Sterling bank, Unity bank plc. (National bank strata) were subsequently selected. The second stage involves the use of proportionate sampling method. These banks are depicted in table 1, with the allotted questionnaires, based on the total staff strength in each selected bank. The last stage involves the use of random sampling method, in selecting the final respondents for each bank, based on the total allotted questionnaires. In all, based on the CBN sample frame of employees in Nigerian banks (Sanusi, 2010), the total questionnaire was settled at 2,280 (sampling unit), and same number were delivered to all participating banks.

In the questionnaire, participants were asked to answer two important sections; one with regards to the successful motivational factors and the other to employee's job commitment. In motivational factors, they were asked to rate the degree of usefulness of 10 variables (table 2) in association with their banks' motivation strategies; in employee's job commitment, they were also asked to rate 8 variables (table 3). Each of the variables contained questions with the rating based on an interval scale from 1 to 5, where 1 is "strongly disagree" while 5 is "strongly agree". The n/a (not applicable or no comment) option was included, so as not to force the respondents, by restricting them to the available options

Table 1: Participating banks in the survey

Name of bank	Consolidating institutions	Total Questionnaire	Proportion of sampling unit (junior: Senior staff)
First city Monument bank plc.	First city monument bank, cooperative development bank, and Nig-American bank	321	65:35
First bank of Nigeria plc.	First bank plc., MBC international bank and FBN (Merchant Banker) Ltd.	469	62:38
IBTC-Chartered Bank plc.	IBTC, Chartered bank and Regent bank	372	64:36
Sterling bank	Trust bank, NBM bank, Magnum bank, NAL bank and Indo-Nigerian bank	266	70:30
United bank for Africa plc.	United bank for Africa and Standard trust bank	532	72:28
Unity bank plc.	Intercity bank, First interstate bank, Tropical commercial bank, Centre point bank, Bank of the north, New African bank, Societe bancaire, Pacific bank and New Nigerian bank	320	67:33

Source: Ezeoha (2007)

Thus, since the main objective of this study was to investigate workers' attitudes and perception of the various motivational factors, as well as the perceived effects of management use of motivational factors on workers job commitment, the various motivational factors used by management and as desired by employees are depicted in table 2; while the various key factors manifesting Employees Job Commitment, as derived from the three constructs of Morrow's (1993) conceptualization—work ethic, organisational commitment, and job involvement, are depicted in table 3.

Table 2: Key factors manifesting successful motivation

Variable	Key factors manifesting successful motivation
A1	Good Salaries & Fringe benefits
A2	Recognition of performance
A3	Achievement in the Company
A4	Content of my job
A5	Increased Responsibility/Authority
A6	Opportunity for further training
A7	Ownership scheme
A8	Company policy & Admin
A9	positive working environment
A10	External rewards/recognition

Table 3: Key factors manifesting Employee Job Commitment

Variable	Key factors manifesting Employees Job Commitment
B1	I am very happy and committed to the values of hardwork in my present employment
B2	I wish to continue with my present employment without seeking for immediate alternative
B3	My present reward/remunerations is worth the present time spent at work
B4	I wish to add extra hours to my regular working hours if there is a favourable pay
B5	I am not prepared to leave my present job for another if there is a favourable pay
B6	My present employment is capable of meeting my basic expectations and aspirations
B7	I am proud to be a team member of the university
B8	I do not wish to quit my job because the costs associated with discontinuing my job is so high

Using SPSS (Statistical Package for Social Sciences), the data from the questionnaire was analysed using the following methodologies in sequential order: reliability analysis, factor analysis, and Regression analysis.

RESULTS AND DISCUSSION OF FINDINGS

Reliability Analysis

Reliability analysis is conducted in order to measure the internal consistency of variables, measured by interval scale items, in a summated scale (Hair et al., 1998). In this paper, the summated scales are successful Motivation and Employee Job Commitment. The result of reliability analysis using SPSS, a statistical software package, are shown in Table 4-6. Their Cronbach's " α " were above the 0.7 threshold (Hair et al., 1998). This indicates that the survey instrument (questionnaire) can be a reliable tool to measure the two concepts (Motivation and employee job commitment) consistently.

Table 4: Result of reliability analysis for successful Motivation

Variables	Key factors manifesting successful motivation	Corrected item-total correlation	Cronbach's alpha (α) If item deleted
A1	Good Salaries & Fringe benefits	0.993	0.999
A2	Recognition of performance	0.524	omitted
A3	Achievement in the Company	0.541	omitted
A4	Content of my job	0.514	omitted
A5	Increased Responsibility/Authority	0.771	0.780
A6	Opportunity for further training	0.533	omitted
A7	Ownership scheme	0.723	0.971
A8	Company policy & Admin	0.707	omitted
A9	positive working environment	0.603	omitted
A10	External rewards/recognition	0.732	omitted

Note: Variables A2, A3, A4, A6, A8, A9, and A10 were omitted from further analysis; The extraction method is principal component analysis. The solution was not rotated because only one component was extracted

Table 5: Result of reliability analysis for Employees Job Commitment

Variables	Key factors manifesting Employees Job Commitment	Corrected item-total correlation	Cronbach's alpha (α) If item deleted
B1	I am very happy and committed to the values of hardwork in my present employment	0.741	0.809
B2	I wish to continue with my present employment without seeking for immediate alternative	0.647	omitted
B3	My present reward/remunerations is worth the present time spent at work	0.642	omitted
B4	I wish to add extra hours to my regular working hours if there is a favourable pay	0.993	0.999
B5	I am not prepared to leave my present job for another if there is a favourable pay	0.799	0.825
B6	My present employment is capable of meeting my basic expectations and aspirations	0.617	0.729
B7	I am proud to be a team member of the University	0.697	omitted
B8	I do not wish to quit my job because the costs associated with discontinuing my job is so high	0.645	omitted

Note: Variables B2, B3, B7, and B8 were omitted from further analysis; The extraction method is principal component analysis. The solution was not rotated because only one component was extracted

Table 6: Reliability internal consistency test (Cronbach's alpha)

Concept/ Construct	Cronbach's ' α '	Recommended Cronbach's α
Successful Motivation	0.916	0.7 or above threshold
Employees Job Commitment	0.8405	

Table 7: The ranking derived from the extent of variables manifesting successful Motivation and Employees Job Commitment

Variables	Construct A	Construct B	Rank
Successful Motivation	0.999		Rank 1
A1	0.971		Rank 2
A7	0.780		Rank 3
A5			
<u>Employees Job Commitment</u> B1		0.809	
B4		0.999	
B5		0.825	
B6		0.729	

Factor Analysis

This analysis is used to reduce numerous variables to a more manageable set of factors, hence, the purpose of factor analysis, in this study, was to reduce the 18 variables, of which 10 are manifesting successful Motivation and 8 manifesting employee job commitment, to a more manageable set of factors (Aaker and Day, 1986). Using SPSS, the results of this factor analysis, with the assumption of extracting via principal components method and rotating via varimax, are shown in tables 4-5. In order to define which factors determine the Motivational measures/factors and employee job commitment, confirmatory factor analysis method was used; and it is common that variables with high factor loadings will be assigned to describe the respective factors, while variables that have low loadings on respective factors are constrained to zero (Hair et al., 1998). The component matrix for successful Motivation and employee job commitment revealed only two significant factors, that is, Factor A and B respectively; and the two factors were extracted. Consequently, factor A will manifest the construct of successful Motivation while factor B will manifest employee job commitment. Given a suggestion by Carmines and Zeller (1979) that, the acceptable threshold for factor loadings is 0.7 or above; variables with 0.7 and above factor loadings will be assigned to manifest the respective constructs, while variables with lower factor loadings will be constrained to zero (Hair et al., 1998)

Hypothesis testing

The aim of this paper was to examine the relationship between management uses of Motivation and employee job commitment in the Nigerian banking industry. In order to examine the relationship, the following hypotheses were set:

H0. Successful Motivation has no positive effects on Employee Job Commitment ($y = 0$).

H1. Successful Motivation has positive effects on Employee Job Commitment ($y \neq 0$).

Table 8: Testing the Hypothesis

Construct association	'α' Level	ρ-value	Significant (yes/no)	hypothesis
(Motivation with Employee Job Commitment)	0.05	0.004	Yes	Reject Ho Accept H1

Note: α level denotes significant level

Based on the empirical results in Table 8, it is observed that the exogenous construct (Motivation) has a positive and significant association with the endogenous construct (employee job commitment). Thus there was sufficient evidence to conclude that successful Motivational factors/policy had positive effects on employee job commitment in Nigerian banks.

DISCUSSION OF FINDINGS

From the results of this study, it could be deduced that workers' attitude and perception of the various motivational factors differs. With a Cronbach's alpha (α) of 0.99, majority of the respondents were unanimous in their responses to perceived sources of motivation by indicating good salaries and fringe benefits (Variable A1) as their best source of motivation. In addition, opportunity to some form of ownership scheme was ranked second (Variable A7= 0.971); while increased Responsibility/Authority (Variable A5=0.780) was ranked third in that order. Although, other motivational factors are also important, in the context of this study, they were found not to be statistically significant, hence, omitted from further analysis.

Judging by the overwhelming perception of workers that good salaries and fringe benefits was the major motivating factor, this paper concur with the classical theory of motivation, developed by Frederick Winslow Taylor (Taylor, 1911). According to Taylor (1911), money was the sole motivating factor in the workplace, and that if each employee's compensation was linked to their output, their productivity would go up. He recognized human beings as purely and mainly economic creatures who work only because of money to pay for food, clothing and shelter and other good things of life (Aborisade & Obioha, 2009). In addition, it also substantiates the position of Fisher (1978) who believed that an average worker is a rational, economic and individualistic being and that economic rewards drives people to work harder. This reflects the idea that workers have a vested interest in their own well-being, and do not benefit from working above the defined rate of work when it will not increase their remuneration; this is often known as "soldiering" in management palace (Taylor, 1911).

CONCLUSION, POLICY RECOMMENDATIONS AND IMPLICATION OF THE STUDY

Conclusion

In this paper, an empirical framework was created to provide a holistic view of workers attitudes and perception of the various motivational factors, as well as, examines the perceived effects of management use of motivation on workers job commitment in Nigerian banks. From the analysis of data generated from the administered questionnaires, majority of the respondent, especially the junior staff, believed that they were not being properly motivated, hence, poor employee job commitment. It was also deduced that workers' attitude and perception of the various motivational factors differs. With majority of the respondents unanimously indicated good salaries and fringe benefits as their best source of motivation, while opportunity to some form of ownership scheme and increased responsibility/authority followed in that order. There was also sufficient evidence to conclude that successful Motivational factors/policy had positive effects on employee job commitment of employees in Nigerian banks; hence, for the management to improve the level of staff productivity, greater efforts must be placed on the three perceived motivating factors.

Policy Recommendations and Implication of the study

Based on the conclusion of this study, it is recommended that the management and policy makers in Nigerian banking industry should concentrated efforts in providing good salaries and fringe benefits to employees; provide opportunities to some form of ownership scheme, as well as increased responsibility and authority, by way of promotions to all cadres of employee, especially the junior workers. However, in compliance with Taylor (1911), if each employee's compensation is linked to their outputs, their level of productivity would increase. Furthermore, although money is often perceived to be the most important motivator for employee performance, it is also important for organisations to find other ways to motivate their employees. This may involves getting to know their employees and what drives them, then making sure they utilize appropriate motivational techniques with each employee.

Leaders should also endeavour to communicate the company's purpose to employees. This communication should take the form of words as well as actions. In addition, organisations should set high standards for employees, but also remain supportive of their efforts when goals cannot be reached. It may also be helpful to allow employees as much autonomy and flexibility as possible in how their jobs are performed. Creativity will be encouraged if honest mistakes are corrected but not punished. Finally, the organisations should take steps to incorporate the vision of employees for the company with his or her own vision. This will motivate employees to contribute to the organisation's goals, as well as help prevent stagnation in its direction and purpose (McGarvey, 1997).

This study seems to be among the few examining the success of motivational tools used by service firms, and the related implications, in the perspective of how organizations fare after implementing the various motivational tools. The notion of motivational success was analyzed

explicitly by assessing the value derived from implementing it. This gap was originally positioned as a critical area for future research by Bartol & Martin (1998) and Aborisade & Obioha (2009). Another contribution of this study is the measurement of performance, which was not limited to or focused on financial metrics, but encompasses diverse indicators and perspectives, like workers job commitment. In addition, this study seems to be one of the few that aims at investigating the successful implementation of various motivational factors in the service sector of a developing economy, like Nigeria, by proposing a framework and validating it empirically. Lastly, Allen & Meyer (1990) and Aborisade & Obioha (2009), contends the stringent necessity to provide a model that amalgamates motivational factors with motivational success. Hence, this study integrates the imperatives of motivational practices, with workers job commitment as related drivers of the effectiveness and success of motivational practices in the service sector of a developing economy, like Nigeria. Very few studies have been performed to investigate and understand this issue. Therefore, the research can make a useful contribution. In addition, this study offers a theoretical model that can be considered as a step forward in developing an integrated model toward investigating the relationship between imperatives of motivational efforts and motivational success as expressed by the workers job commitment and might serve as a basis for future research. Finally, this research adds to the body of knowledge by providing new data and empirical insights into the relationship between the imperatives of a successful motivational factors and workers job commitment in the Nigerian banking industry.

From the different perspectives found in past literatures, it is tangible that results of research differ considerably from one to another. A plausible explanation is that factors proposed by the researchers cover a wide range of aspects, representing various levels of generalization or even elements belonging to diverse phases of “motivators” and “demotivators”. However, these limitations suggest caution in generalizing the findings of this study. First, there might be a selection bias because data was obtained from the selected banks only. Furthermore, only one perspective in each organization was collected – junior and senior staff, and finally, since only few respondents were chosen from each participant banks, it is not unreasonable to claim that a method bias may limit the research findings. But even if the constructs measured were conceived as “perceptual” ones identified by a rater, additional guidelines might be used in future studies to minimize this potential limitation, including: a) To use different methods to measure the independent versus dependent variables. b) To call for multiple raters from different rater classes, such as end-users.

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